



NATIONAL DEFENSE UNIVERSITY  
CENTER FOR THE STUDY OF WMD  
PROGRAM FOR EMERGING LEADERS

The **Program for Emerging Leaders** (PEL) is an initiative of the National Defense University Center for the Study of Weapons of Mass Destruction (WMD). Its goal is to foster a community of rising U.S. government leaders with the awareness and skill-set for responding to the dangers of WMD. PEL brings together select individuals from across government to provide an appreciation of the variety of WMD threats and the full range of means, processes, and organizations for addressing them. Its members are early to mid-career national security professionals. Through periodic membership activities, PEL provides a forum for building an interagency network of next generation leaders with a better understanding of the role of WMD in U.S. national security.

**Activities:** Activities are designed to allow participation while members remain in their current jobs with minimal disruption to their duties. Activities include a weeklong Summer Immersion (18-22 June 2012 in Washington, DC), including classroom seminars/lectures and site visits to offices with responsibilities related to WMD, a Seminar Series featuring expert-led discussions on topical WMD issues four to five times a year, and a two-day Winter Workshop (Dates TBD, February 2012) to explore pressing WMD challenges in greater detail. The WMD Center will cover travel expenses for the Summer Immersion and the Winter Workshop, as well as other activities on a limited basis.

**Minimum Membership Requirements:** Membership lasts three years and can accommodate personnel who transition to new assignments during this period. Taking part in the Summer Immersion is mandatory for the first year but applicants should commit to full participation in PEL activities for the duration of membership. Applicants must be early to mid-career USG employees (GS-09 through GS-13 civilians or O-3 and O-4 military or equivalent ranks **and** at least three years post-baccalaureate experience). Candidates must have a **SECRET** level security clearance. While a background in WMD is *not* required, applicants *must* have responsibilities related to national security, have leadership potential, and demonstrate an interest in WMD issues.

**Competitive Selection Criteria:** Members are competitively selected based on: 1) strength of application and 2) a goal of convening an interagency and diverse group. Last year, the WMD Center received over 200 nominations. From this well-qualified pool of applicants, 30 military and civilian personnel were selected from across government to join PEL. This year, we envision accepting about 25 members. Because we anticipate more qualified nominations than available spaces, a senior panel will review and select applicants for membership. Letters of nomination and personal statements will be carefully considered in determining acceptance to the Program.

### Applying to PEL

In a **single packet**, include:

1. Cover Page with title, full name, USG office where employed, phone number, email and address where applicant can be contacted.
2. Personal Statement indicating how this program would benefit the applicant's career goals.
3. CV or Resume
4. Letter of Nomination on official letterhead from a senior organizational official. The letter should highlight the applicant's leadership qualities and the benefits of PEL for the applicant.
5. Brief letter from office director or supervising official endorsing the applicant's participation in PEL activities, including the mandatory Summer Immersion during the week of 20-24 June 2011.
6. Transcripts from most recent degree-granting educational institution (unofficial transcripts are acceptable).

**Applications must be received no later than 15 February 2012.**

Mail **UNCLASSIFIED** application packet (please use a private courier, such as FedEx or DHL) to:

Program for Emerging Leaders  
Center for the Study of Weapons of Mass Destruction  
National Defense University  
C/O NDU Mailroom  
300 5th Avenue SW, Marshall Hall  
Washington, DC 20319-5066

Answers to frequently asked questions may be found online at <http://www.ndu.edu/WMDCenter/>.